

Trust Board

Thursday, 02 May 2019

Report Title:	2018 NHS Staff Survey
Executive Lead:	Nick Hulme, Chief Executive
Report author(s):	Jo Wood, Assistant Director of Human Resources
Previously considered by:	Executive Management Committee (April 2019) People & Organisational Development Committee (February and April 2019)

Approval
 Discussion
 Information
 Assurance

Executive summary
<p>The results of the 2018 National NHS Staff Survey were published on 26 February 2019. This summary report provides an overview of the key results/headlines which have been considered by members of both the Executive Management Committee and the People & Organisational Development Committee. At the meeting held on 25 April 2019, members of the POD Committee noted the information, but requested that a more detailed action plan be developed as a matter of urgency to provide greater assurance that the intended programme of work will contribute to improving the overall position prior to the release of the next NHS Staff Survey in October 2019.</p>
Action Required of the Trust Board
Members are asked to note this briefing paper and accompanying appendices (Appendices 1, 2 and 3).

Link to Strategic Objectives (SO)		Please tick
SO1	Improve quality and patient outcomes	<input checked="" type="checkbox"/>
SO2	Provide better value for money	<input type="checkbox"/>
SO3	Sustain and improve access to services that meet the needs of the population	<input type="checkbox"/>
SO4	Deliver a sustainable, skilled workforce	<input checked="" type="checkbox"/>
Risk Implications for the Trust (<i>including any clinical and financial consequences</i>)		Recruitment and Retention
Trust Risk Appetite		Choose an item.
Legal and regulatory implications (<i>including links to CQC outcomes, Monitor, inspections, audits, etc.</i>)		CQC Well-led Inspection Framework Equality Act 2010
Financial Implications		
Equality and Diversity		CQC Well-led Inspection Framework; W1, W2, W3, W5 and W7

2018 National NHS Staff Survey

1 PURPOSE

The purpose of this summary report is to provide members with a high level overview of the results of ESNEFT's first national NHS Staff Survey.

2 BACKGROUND

The NHS Staff Survey is the largest workforce survey in the world and has been conducted every year since 2003. The survey asks NHS staff in England about their experiences of working for the NHS and provides essential information to employers about the staff experience in their respective organisation. Participation is mandatory for trusts.

In 2017, the Staff Survey Co-ordination Centre undertook a review of the reporting outputs for the National NHS Staff Survey to establish what worked well and what needed improvement. The findings of the review has resulted in a number of significant changes being implemented prior to the implementation of the 2018 Staff Survey. These are outlined as follows:

➤ **New summary indicators ('Key Findings' replaced by 'Themes')**

Ten new key themes have been applied to the survey and are scored consistently on a 0-10 point scale (a higher score will always indicate a better result). These 10 themes are as follows:

- Equality, diversity and inclusion
- Health and wellbeing
- Immediate managers
- Morale
- Quality of appraisals
- Quality of care
- Safe environment – bullying and harassment
- Safe environment – violence
- Safety culture
- Staff engagement (this will still be calculated using the same questions as in previous years, but adjusted to a 0-10 point scale)

➤ **Reduced number of summary indicators; question-level benchmarking**

In addition to the new themes, question-level data will be presented in the updated benchmark reports for all questions included in the core questionnaire. This is to encourage users to engage with question-level data rather than relying solely on summary indicator results which can mask details.

➤ **Focus on providing five-year trend data throughout reporting**

Organisation-level and benchmarking group trend data will be reported for the past five years (where comparable data is available), allowing users to easily track changes over time. Trend data will be reported for both themes and question-level results. Benchmarking group data will include best, average and worst scores.

➤ **Updated benchmark reports that are more visual and user-friendly / earlier publication date**

The updated benchmark reports and the transfer of certain results to online dashboards will enable faster reporting and an earlier publication date than in previous years. The quicker turnaround will allow more timely action planning for NHS organisations.

4 KEY CHANGES IN THE 2018 STAFF SURVEY RESULTS

Over 1.1 million NHS employees in England were invited to participate in the survey between September and December 2018. More than 300 NHS organisations took part, including all 230 trusts in England. A total of 497,117 staff responded (399,799 online responses and 97,318 paper responses). The overall national response rate was 46% (up from 45% in 2017).

Level of Pay

36.3% of staff were satisfied with their salary, an increase of over **5 percentage points** from last year, but below the 2016 result of 36.8%.

Errors and Near Misses

27.8% reported seeing an error, near miss or incident in the last month that could have hurt patients/service users, close to a **3 percentage point increase** (compared to 2017).

Health & Wellbeing

28.6% of staff feel their organisation definitely takes positive action on health and wellbeing, which is a **3 percentage point decline** from last year.

27.6% experienced musculoskeletal problems as a result of work activities in the last year, close to a **2 percentage increase from 2017**.

At a score of **5.9**, there was an overall decline in health and wellbeing, as indicated by the lower theme score compared to 2017 (6.0).

58.2% said their organisation treats staff who are involved in an error, near miss or incident fairly, which is a **4 percentage point improvement** from last year

Staff Recognition

46.1% of staff said they were satisfied with the extent to which their organisation values their work, a **3 percentage point increase** from 2017

56.4% of staff said they were satisfied with the recognition they get for good work, an almost **4 percentage point increase** compared to 2017

There was an **overall improvement in quality of appraisals**, with the theme scoring 5.5 (5.4 in 2017) continuing a positive trend since 2015.

5 KEY LOCAL HEADLINES

Members are asked to note the following key local headlines from the 2018 NHS Staff Survey.

- Our organisation was benchmarked against **43** Combined Acute and Community Trusts.
- **39%** of staff (**3,620**) responded compared to a 41% average response rate for similar trusts
- 90 questions were asked in the survey. The responses to 50 questions showed no significant difference compared to the average from other combined acute community trusts, whilst the answers from our staff to the other 40 questions were significantly worse than the average response rate.
- **55%** of staff said they would recommend ESNEFT as a place to work.
- **68%** of staff said they would be happy with the standard of care provided if a friend or relative needed treatment.
- **74%** of staff agreed that care of service users is the organisation's top priority.
- We score significantly lower than average in questions relating to leadership and communication.

6 THEMED RESULTS (Compared to all Combined Acute & Community Trusts)

The Benchmark Report (attached as Appendix 1) shows results by theme for 2018.

THEME	ESNEFT	AVERAGE	BEST	WORST
Equality, Diversity & Inclusion	9.0	9.2	9.5	8.3
Health & Wellbeing	5.7	5.9	6.4	5.5
Immediate Managers	6.5	6.8	7.3	6.5
Morale	5.9	6.2	6.5	5.7
Quality of Appraisals	4.9	5.4	6.2	4.5
Quality of Care	7.2	7.4	7.9	7.1
Safe Environment (B&H)	7.8	8.1	8.6	7.3
Safe Environment (Violence)	9.5	9.5	9.7	9.3
Safety Culture	6.5	6.7	7.1	6.3
Staff Engagement	6.9	7.0	7.4	6.6

The ten themes are scored on a 0-10 point scale, where 10 is the best score attainable.

With the exception of one theme (Safe Environment – Violence), all scores were slightly below average compared to the other Combined Acute & Community Trusts, with one theme (Immediate Managers) receiving the worst score amongst the comparable group.

7 THEMED RESULTS (Group comparison to the national average/Trust results)

The Directorate Report (attached as Appendix 2) shows themed results by Group and Division. A high level overview by Group is available below.

Key:

	Worse than national average and worse than ESNEFT
	Worse than national average and better/same as ESNEFT
	Better than/same as national average and worse than ESNEFT
	Better than/same as national average and ESNEFT

THEME	AVE.	ESNEFT	1	2	3	4	5
Equality, Diversity & Inclusion	9.2	9.0	8.9	8.8	9.1	9.1	8.9
Health & Wellbeing	5.9	5.7	5.5	5.6	5.5	6.1	5.5
Immediate Managers	6.8	6.5	6.4	6.4	6.9	6.6	6.4
Morale	6.2	5.9	5.9	6.0	6.0	5.8	6.0
Quality of Appraisals	5.4	4.9	4.8	4.7	5.4	5.0	5.1
Quality of Care	7.4	7.2	7.2	7.2	7.4	7.0	7.8
Safe Environment (B&H)	8.1	7.8	7.5	7.5	8.0	8.5	7.6
Safe Environment (Violence)	9.5	9.5	9.3	9.5	9.1	9.8	9.7
Safety Culture	6.7	6.5	6.5	6.5	6.8	6.4	6.5
Staff Engagement	7.0	6.9	6.8	6.9	7.1	6.7	6.7

Group	Divisions
1	Emergency Medicine, Medical Speciality 1, Medical Speciality 2, Cancer, Pathology, Medical Imaging, Pharmacy
2	MSK, Special Surgery, General Surgery & Gastro, Vascular & Urology, Theatres & Anaesthetics, Paediatrics, Women's Services
3	General Community, Integrated Therapies, Specialist Community
4	Corporate
5	Logistics

8 ESNEFT'S TOP & BOTTOM 5 SCORES

Our core strengths are outlined below. It's very reassuring to know that our staff are very clear about how to report unsafe clinical practices and near misses and this is what keeps patients in our care safe.

Top 5 scores (compared to average)	
96%	Know how to report unsafe clinical practice
95%	Last error/near miss/incident seen that could hurt staff and/or patients/services users reported
92%	Not experienced discrimination from manager/team leader or other colleagues
99%	Not experienced physical violence from other colleagues
100%	Not experienced physical violence from managers

Our key issues to address are as follows:

Bottom 5 scores (compared to average)	
73%	I know who senior managers are
30%	Communication between senior management and staff is effective
24%	Senior managers act on staff feedback
46%	Supported by manager to receive training, learning or development identified in appraisal
27%	Appraisal/performance review; organisational values definitely discussed

9 NEXT STEPS

A summary of the survey findings were shared with members of the senior leadership team during February 2019 (prior to the embargo being lifted).

A high level programme of work has been proposed, as follows, which was shared with the senior leadership team at the 'Time Matters' conference on Friday 12 April 2019.

Following breakout sessions held during the conference, Divisional leadership teams committed to a number of key priorities which are attached as appendix 3 for information. These priorities, which will be communicated to our workforce over the coming 2-3 weeks, will be worked up into detailed plans and monitored by members of the OD Delivery Group.

Month	Activity
March	<ul style="list-style-type: none"> • Disseminate the 2018 NHS Staff Survey results • Divisions to review their local results to identify 'hot spots'
April	<ul style="list-style-type: none"> • Senior Leadership Conference focussed on staff engagement/experience (12 April) • Launch of the Leadership Climate Indicator • Production of divisional local plans • Communicate Trust-wide and Divisional top priorities to the workforce • Introduction of set appraisal/development days each month during quarters 1, 2 and 3 (to be discussed at leadership conference)
May	<ul style="list-style-type: none"> • Start to publicise photographs and profiles of all our senior leaders on the Intranet site (Who's Who) • Work up the programme of events over the summer months and communicate to all staff
June	<ul style="list-style-type: none"> • Shining the spotlight on ... Communications
July	<ul style="list-style-type: none"> • Shining the spotlight on ... Appraisals/Talent Management
August	<ul style="list-style-type: none"> • Shining the spotlight on ... Bullying & Harassment/Freedom to Speak Up • Preparation to begin on the 2019 NHS Staff Survey
September	<ul style="list-style-type: none"> • Shining the spotlight on ... Health & Wellbeing and Equality, Diversity & Inclusion • Specific focus on communicating organisational/division progress throughout the organisation

Please note that the above programme of work is in addition to the existing OD Delivery Plan. In a separate paper to members, Karen Lough, Director of Operations will propose that oversight of the above be managed by the existing Organisational Development Steering Group.

10 RECOMMENDATION

Members are asked to note the content of this report which includes the key findings/headlines from the 2018 NHS Staff Survey, and the content of the three appendices.